

City of Carlsbad State of Effectiveness Report

The City of Carlsbad prides itself on providing top quality services to residents and businesses. Over the past decade the city has measured its performance to gauge levels of success. The State of Effectiveness Report evaluates the city's progress towards achieving City Council Strategic Goals, provides feedback and information for continuous improvement, and helps to shape the culture of the organization. This is the 13th year the city has issued a report on its performance. Despite the difficult economic environment, most performance measurement outcomes continue to remain strong. In addition, this year's report is supplemented with several new performance measures to better reflect the changing needs of the community.

The State of Effectiveness report is prepared using a variety of tools: the Carlsbad Resident Survey, internal operation performance measures and targets, professional associations and industry standards. Data from the International City/County Management Association (ICMA) Center for Performance Measurement and from other professional associations, such as the American Water Works Association, are used to compare the city's performance to other local governments and organizations nationally. The measures help the city assess its progress towards achieving established strategic goals with both qualitative and quantitative data.

The evaluation is based on a balanced approach which looks at the city's ability to meet the desired service delivery standard, customer satisfaction levels of key services or functions and cost objectives.

- **Service delivery:** The efficiency with which the service is being delivered
- **Customer satisfaction:** The degree to which customers are satisfied with the service provided
- **Cost:** A measurement of costs related to providing the service

This type of approach is outcome-oriented and provides a way to evaluate the effectiveness and value of the services the city provides.

The report also includes key findings related to standards from the Growth Management Plan. The annual Growth Management Plan monitoring report provides a summary and analysis of the city's progress in meeting objectives to ensure that adequate public facilities are provided concurrent with growth and to ensure compliance with dwelling unit limitations.

The Performance Measurement Team would like to thank the various departments and staff actively engaged in continuous improvement and commitment to the pursuit of excellence through the performance measurement process.

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City Council Strategic Focus Areas

Background

The City Council held its annual goal setting workshop Jan. 17, 2012. This workshop was the first step in creating the city's action plan and budget for the coming year. The day-long discussion focused on 12 key trends affecting the city in the areas of the economy, changing demographics and technology. From this discussion, Council identified the six most important strategic focus areas for 2012-13.

Based on this direction, staff began to develop detailed and measureable action plans for each strategic focus area. This was accomplished through several workshops held with key staff from throughout the organization. Success was defined for each strategic focus area as well as various strategies that could be used to achieve that success. Staff then brainstormed and later refined a list of key projects that could be implemented this year to make the vision of each strategic focus area a reality.

Strategic Focus Areas

- **Create quality jobs in a new economy** – The vision of this strategic focus area is to create quality jobs in the region. This will be accomplished by implementing strategies to retain businesses and help them grow, attracting talent and innovators to the city and partnering with universities and research institutions to become a hub for higher education. In addition, staff will focus on streamlining city processes for companies considering relocating to Carlsbad.
- **Sustainable organization** – The vision of this strategic focus area is to be an adaptable, responsive and efficient city organization that delivers cost effective, high quality services. To accomplish this, the city will retain a motivated, flexible and responsive staff and incentivize high performance.
- **Balancing land use policies with a changing community** – The vision of this strategic focus area is that, through the General Plan update process, the city adapts land use policies to address population and demographic trends. This will ensure that the city maintains its high standards and balances a thriving community with the need for tranquil, natural open spaces.
- **Changing parks and recreation needs** – The vision of this strategic focus area is to meet the community's changing recreation needs, including more options for active seniors and young people. To accomplish this staff will consider accelerating the schedule for building new parks and community centers. In addition, we will look beyond parks to an expanded trails system and open spaces that encourage a healthy outdoor lifestyle. This will be facilitated by considering opportunities for public-private partnerships to expand offerings in a cost effective manner.
- **Livable streets** – The vision of this strategic focus area is to begin adapting Carlsbad streets to accommodate and encourage all modes of transportation, not just cars. This will be accomplished by using street design to create a sense of place and community through green spaces, medians and signage. In addition, traffic signal technology upgrades will improve traffic flow.
- **Next generation of community leaders** – The vision of this strategic focus area is to find ways to encourage a broader demographic, which more accurately reflects the population of Carlsbad, to participate in city leadership and governance.

Community Vision Core Values

Through an extensive outreach and involvement process, the Carlsbad community created a vision for the future that includes these core values, which serve as a guide for city leaders as they carry out their service:

- Small town feel, beach community character and connectedness
- Open space and the natural environment
- Access to recreation and active, healthy lifestyles
- The local economy, business diversity and tourism
- Walking, biking, public transportation and connectivity
- Sustainability History, the arts and cultural resources
- High quality education and community services
- Neighborhood revitalization, community design and livability

Growth Management Plan

The Carlsbad Municipal Code requires the preparation of an annual monitoring report on the Carlsbad Growth Management Plan, which can be found in a separate report titled “City of Carlsbad FY 2011-12 Growth Management Plan Monitoring Report”. The FY 2011-12 report was transmitted to the City Council via memo in December 2012 and can be viewed at the following web link:

<http://www.carlsbadca.gov/services> select Planning then Growth Management.

The purpose of the annual Growth Management Plan monitoring report is to provide information regarding the status of the Growth Management Plan and to verify that the plan is continuing to accomplish its stated objectives, which are to ensure that adequate public facilities are provided concurrent with growth and to ensure compliance with the dwelling unit limitations established by Proposition E in 1986. To ensure the provision of adequate public facilities, the City of Carlsbad adopted the Citywide Facilities and Improvements Plan (Sept. 16, 1986) which established performance standards for the following eleven public facilities:

City Administrative Facilities	Fire
Library	Open Space
Wastewater Treatment Capacity	Schools
Parks	Sewer Collection System
Drainage	Water Distribution System
Circulation	

The annual Growth Management Plan monitoring report provides a summary and analysis of the city’s progress in meeting the performance standards for the public facilities listed above.

The major findings of the “City of Carlsbad FY 2011-12 Growth Management Plan Monitoring Report” are as follows:

- Building permits for 424 new dwellings and 218,884 square feet of non-residential space were issued during FY 2011-12. The total number of dwelling units in each quadrant continues to comply with the Growth Management Plan limitations.
- All Local Facility Management Zones have adopted Local Facility Management Plans except Zone 25.
- All public facilities are currently meeting their adopted Growth Management performance standard.

Administration: Finance

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Balanced Long Term Fiscal Condition: 10-year financial forecast / <i>Revenues will be equal to or exceed expenditures in each year</i>	Yes	Yes	Yes	Yes
Monthly Financial Status Report / <i>Timely Distribution ≤ 15 Average Working Days</i>	10.7 average working days	10.2 average working days	10.6 average working days	11.5 average working days
Business License Processing / % of total				
<i>Pending Licenses (decrease)</i>	1.41%	1.42%	1.78%	1.43%
<i>Delinquent Renewals (decrease)</i>	2.49%	2.39%	2.28%	2.41%
<i>On-line Processing (increase)</i>	8.20%	10.04%	11.85%	21.20%
Outgoing Payment Processing / % of total				
<i>Successful Payments</i>	99.71%	99.69%	99.41%	99.31%
<i>Electronic Payments</i>	53.00%	54.93%	58.06%	63.47%

The revised ten-year forecast for FY 2011-12 projected surpluses for the entire forecast horizon, an improvement over the previous forecast, which assumed that one-time funds would be needed to balance the FY 2011-12 budget. Surpluses were projected to be modest in the first five years of the forecast, or less than \$1 million per year. After FY 2014-15, surpluses will continue to grow due to new revenues generated from development and increases in the tax base.

The ten-year financial forecast also considers the Capital Improvement Program and the timing for the operation and maintenance of new facilities that will be opening over the next 10 years. The forecast assumed continued slow growth in the economy, which will slowly improve revenue growth over the forecast horizon.

As the city reaches build-out, the emphasis will shift from new infrastructure construction to infrastructure maintenance and replacement. The ability to fund infrastructure maintenance and replacement is important to the sustainability of the city. Through fiscal discipline, the city continues its contribution to the Infrastructure Replacement Fund of 6.5 percent of the general fund revenues each year.

The percentage of pending and delinquent business licenses for FY 2012-11 remained on par with the prior year percentages. There was a large increase in on-line processing of business licenses, up almost 10 percent over last year. The city upgraded its business license software in FY 2010-11, making it easier for businesses to renew their licenses on-line. This resulted in an increase in on-line processing.

Electronic payment processing increases are due to more employees using direct deposit as a result of the new Human Capital Management system implementation.

Administration: Risk Management

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Claims Administration / <i>90% of claim determinations made within 45 days of receipt.</i>	94%	99%	99%	98%

A key measure of Risk Management is the timeliness of processing claims. This measure reflects the efforts of all departments to coordinate on the collection of information, writing of reports, and on the evaluation of claims. This provides for an efficient and timely response to claimants which serves to reduce and mitigate liability exposure throughout the city.

Claims Administration consistently reflects a processing time within the time frames established by law.

Claims are consistently responded to within the statutory timeframe of 45 days; responses with claim determinations include acceptance, rejection and notice of the need for additional information.

Loss control is part of the prudent management of fiscal resources. To this end, Risk Management administers the City's self-insured general liability and property damage insurance programs. Risk coordinates with departments citywide, legal counsel, consultants, third party administrators, and insurance companies to manage claims against the city and minimize losses.

Risk Management works with all departments to implement measures that decrease and minimize losses and evaluate and revise insurance requirements in contracts and permits as necessary.

Communication

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - Satisfaction / <i>80% or greater</i>	79% (*)	74% (*)	87%	85%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - Level of Confidence / <i>90% or greater</i>	74%	78%	84%	80%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per capita	\$ 8.50	\$ 8.40	\$ 9.80	\$ 10.27

* Question change

The goal of the city's communication efforts is to ensure mutually beneficial, two-way communication with the community about city issues and services, leading to a more responsive government and a high level of public confidence.

Satisfaction with the city's communication efforts has been consistently positive over the years and reached a record high in FY 2010-11. This year's numbers are statistically equal to last, given the margin of error. (In FY 2008-09 and FY 2009-10, the survey question was changed to remove the examples of how the city communicates with residents. Subsequently, reported levels of satisfaction decreased.)

Confidence in city government has also remained consistently positive for the past several years and also reached an all-time high in FY 2010-11. This year's rating is nearly equal to last, when factoring in the margin of error. Given the increased scrutiny of government by the public and the media, and recent nationwide economic challenges, Carlsbad's ability to retain its high confidence ranking is notable.

Per capita cost of communication programs is also tracked. Costs per capita increased in FY 2010-11 and again in FY 2011-12 because the Communications Department now manages a special revenue fund from cable providers. Money in this fund, which can only be spent on capital costs related to a new 24/7 city cable channel and associated video support, is housed in the overall Communications Department budget and fluctuates based on cable operator revenues. The personnel and M&O costs (funded by the General Fund) for the Communications Department have remained relatively steady year over year.

Community & Economic Development: Building Inspections

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Next Day Inspection / <i>95% or greater</i>	98%	98%	97%	97%
Average inspections per day per person / <i>18 to 22 or higher</i>	16	15	21	23
Percent of inspections requiring corrections / <i>10% to 20%</i>	14%	12%	12%	8%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Customer survey responses of "good" or "excellent" / <i>90% or greater</i>	99%	99%	93%	97%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per approval or partial approval inspection	\$ 89.63	\$ 85.67	\$ 73.99	\$66.54

Building Inspectors were able to meet 97 percent of all service requests the next working day. Work scheduling and coordination of next day inspections by clerical, building inspectors and supervisory staff is a priority and determined in daily department staff meetings. Coordination of inspections has been enhanced by the use of a GIS based inspection routing system. Increased construction activity has required a streamlined and efficient inspection process to respond to higher inspection activity.

During this period overall activity increased due to additional electrical, plumbing, mechanical and building inspection demand. Each Building Inspector performed an average of 23 of these combination type construction inspections per working day. The building division also monitors projects for storm water compliance. In addition to traditional building construction inspections, staff performed 2,481 construction site visits to insure proper Best Management Practice installations. The building division maintains a high level of compliance with Storm Water Pollution Prevention Plan Best Management Practices.

The overall number of inspections requiring corrections decreased 4 percent from the previous year. This reduction may be attributed to the effectiveness of inspectors conveying code requirements to contractors and homeowners. The inspector's commitment to customer service is evident when they proactively anticipate potential problems. Helping customers identify issues early on ensures the progress of a project and avoids costly rework and missed or failed inspections.

The customer satisfaction survey program has been very effective and has received an excellent response from the public with over 42 surveys returned out of a total number sent out of 265. A database of all responses is maintained and the building manager performs a follow-up call to allow the customer to expand on their experience with department counter staff and comment on the plan review and building inspection process.

The 8.9 percent decrease in the cost per approved inspection is a result of the ratio between the increased number of inspections during the period and the overall reduction in building division staff.

Community & Economic Development: Planning

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Land use project reviews complete in 2 or less cycles / 80% or greater (new)	N/A	N/A	91%	91%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Customer survey responses of "good" or "excellent" / 90% or greater	93%	94%	98%	87%

Review cycles entail analysis of the minimum application submittal requirements and identifying the project design/standards for compliance issues. Once a project application is deemed complete it starts the clock on state mandated time periods for reaching a decision on an application. This performance measure was revised from being based on 3 or less review cycles to 2 or less review cycles in FY 2010-11. This change to the performance measure was made as a result of the high rate of success achieved at the previous level. The percentage of land use project reviews completed in 2 or less cycles remained constant at 91 percent and exceeding the 80 percent benchmark. By condensing the cycles, staff discovered more work efficiencies and provided a quicker turnaround time to the applicant.

This year marks the sixth year the planning division has conducted an annual Customer Satisfaction Survey. This is a significant milestone as the survey has proven to be an important measure of the citizens, professionals, developers and other agencies that have direct interaction with the planning division through the discretionary review process. Through the survey, the planning division has been able to gauge and report on the satisfaction level with the discretionary review process and identify some key areas for improvement and efficiencies.

This year's results shows a drop in the overall level of customer satisfaction from 98 percent to 87 percent, meaning 87 percent of the survey respondents rated customer service as either excellent (63 percent) or good (24 percent). The drop in satisfaction can generally be attributed to the higher number of respondents in this year's survey that indicated they were an individual property owner or member of the owner's staff, rather than the traditional developer. These were also respondents that generally had only one interaction or only very limited interaction with the City of Carlsbad over the year period and also had limited interaction with other planning departments in the County of San Diego with which to compare to Carlsbad. The 87 percent falls just below the 90 percent benchmark. The customer service measure will continue to be a focus for staff.

Housing and Neighborhood Services: Code Compliance

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Calls for the nine most common code compliance issues / 90% or greater <i>within closure standard of compliance</i>	87%	92%	86%	92%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Customer survey responses of "good" or "excellent" / 90% or greater	98%	98%	100%	100%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Average cost per "case closed"	\$ 268	\$ 298	\$ 268	\$ 216

The nine most common code compliance issues are: building, business license, campaign signs, engineering right-of-way, garbage and junk, health and safety, signs, vehicle zoning, and zoning. Case closure rates increased marginally in all nine categories. A continued proactive program of business license enforcement has maintained an excellent closure rate for these types of cases. The positive increase of closure compliance is attributed to fact that the code compliance officer continues to provide individual case management; this has resulted in a more effective tracking and resolution of open cases.

Customer service surveys were sent out to 66 code compliance customers during this period and the city received 25 returned responses. This is an increase of 5 percent in customer service survey responses. Customer comments are tracked and a manager follow up occurred randomly in approximately 30 percent of the cases. Customer satisfaction ratings of good/excellent were reported in 100 percent of the returned surveys.

While the code compliance case load has remained consistent, the average cost per "case closed" has decreased from \$268 to \$216 per case. This decrease can be attributed to a more streamlined process and work efficiencies.

Housing & Neighborhood Services

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Village area annual property tax assessed valuation increase / > 5%	4%	1%	1%	1%
Village area annual sales tax increase / > 5%	-10%	-6%	-3%	9%
Village area commercial vacancy rates / < 5%	7%	10%	10%	5%
Number of Village review permits processed	56	56	41	42
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - Satisfaction with Village experience "good" or "excellent" / 90% or greater	88%	88%	90%	90%
Section 8 Program Assessment Rental Assistance / Standard Performer or better	High Performer	High Performer	High Performer	High Performer
Cost/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Village area: Ratio public funding to private investment / 1:10 or greater	1:49	1:10	1:9	1:19

The Village is beginning to experience some relief as the national economy begins its recovery. Over the past year, the Village has experienced a minor increase of one percent in Property Tax assessed Values. Annual Sales Tax increased by nine percent over the prior year. Staff processed 42 permits over the past year, ranging from administrative permits to sign permits. Vacancy rates, reflecting both commercial and office space, for the Village have fluctuated over the past years. Commercial and retail businesses occupancy has remained consistent; much of the area's vacancy is leasable office space. Public survey responses continue to come back positive and convey excellent visitor experiences with regards to the Village.

For each \$1 of public expenditures, the goal is to demonstrate that there has been at least \$10 of private investments made. In FY 2011-12, the public-to-private investment ratio was 1:19. Through the Storefront Improvement Grant Program, the Carlsbad Redevelopment Successor Agency reinvested \$98,780 back into the community. Private investment has increased and new opportunities are beginning to emerge like the mixed use development at the corner of Lincoln and Oak as well as Harding and Carlsbad Village Drive.

The Carlsbad Housing Agency has received the designation of "High Performer" by the United States Department of Housing and Urban Development Department. Performance data considered in the designation includes: expanding housing opportunities, quality control, timely annual reexaminations, and lease-up figures.

Housing & Neighborhood Services: Volunteer Program

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Initial contact to response time / < 3 days 95% of the time	100%	100%	99%	99%
Offered orientations / at least one per month	30	23	17	18
Number of volunteers requested from staff	New Measure	910	894	1,085
Number of volunteers found	New Measure	924	918	1,116

Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Volunteer orientation evaluation / A satisfaction rating of 4 or above	4.23	4.85	4.85	4.80

Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost effectiveness / Ratio of value to cost	6.8:1	6.4:1	6.0:1	6.5:1
Total volunteers	2,360	2,015	2,604	2,453
Total volunteer hours	91,532	105,185	109,035	112,854
Net Benefit	\$ 1,849,187	\$ 2,069,415	\$ 2,426,867	\$ 2,309,954

In FY 2011-12, the city's volunteer program continued to exceed expectations. The number of donated hours rose significantly, reaching a total of 112,854 hours. While the total number of volunteers has decreased, those who give their time are providing an average of 9.8 percent increase in hours and require less staff supervision.

Throughout the year, 496 potential volunteers contacted the volunteer program or an average of 1.9 every working day. That represented a 32 percent increase over the previous year with twice as many referrals coming from Internet sources, city departments and walk-ins. Overall, the orientations received high satisfaction ratings as participants ranked them 4.8 out of 5 in terms of meeting their expectations.

Whether it was a single request for a volunteer with a specific skill set or a group request for special events, staff requested a total of 1,085 volunteers. In FY 2011-12, staff requested a total of 1,085 volunteers. That is 21 percent increase over the number of volunteers requested by staff last fiscal year. A total of 1,116 volunteers were found to meet their requests. That is an average 21.5 volunteers recruited every week to cover staff requests.

The volunteers' contribution in terms of civic engagement is invaluable. With a 6:1 return on investment, the overall financial benefit to the city is clear.

Human Resources

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Employee turnover / 4.4% or less	2.8%	3.0%	3.3%	2.7%
Cost/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Average number of lost work days per workers' compensation claim / 5.4 days or less	5.5 days	11.5 days	21.9 days	17.6 days

The percentage of full-time employees who left the organization during the reporting period includes resignations and non-probationary terminations. Although not included in the benchmark data, in FY 2011-12 the number of retirements was 12, which is consistent with the previous year, and is very much in line with the annual number of retirements prior to the spike of 34 retirements two years ago. Excluding the retirement data and comparing the City of Carlsbad's turnover rate to agencies of similar size, Carlsbad's turnover rate is 2.9 percent less than the ICMA average. A certain amount of turnover is healthy in an organization. It indicates accountability and rigor in performance management. Over the next year, Human Resources will be focusing its attention on managing employee performance and retention of high performing employees.

In order to better control and monitor workers' compensation claims, city staff recently contracted with a new third-party-administrator, Keenan & Associates. In addition to return-to-work programs, help to minimize lost days of work. There was a decrease in the number of lost work days in this reporting period. Five large claims in public safety departments made up over nearly 40 percent of the lost work days.

Last year, the Fire Department employees had 16 claims that were responsible for 24 percent of the city's lost work days. This year there were 25 workers' compensation claims in the Fire Department, responsible for 12 percent of the city's lost work days. The total number of lost work days due to all of these claims was 237 days, down from 412 in the previous reporting period. The Fire Department continues to promote an aggressive return-to-work program to try to decrease their lost work days.

The Police Department accounted for 54 percent of the number of lost work days in the city. The department had 46 worker's compensation claims for a total of 1,036 lost work days. This is a decrease in total lost days from last year, when they had 35 claims and 1,048 lost work days. Last year the Police Department had four claims, each with over 100 lost work days. Although there was an increase in total claims in the Police Department, the number of claims with over 100 lost work days has remained the same at four.

For both Police and Fire, the number of lost work days is partially attributed to the provisions of Labor Code Section 4850, which entitles Safety personnel, who are totally temporarily disabled and not at work, full salary up to one year. This "benefit" often works as a disincentive for employees to return to work or retire; however, an emphasis on encouraging employees to return to work in a light duty capacity has helped counteract this disincentive.

Information Technology

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Confidence in service % reporting satisfied or better / <i>80% or higher</i>	75%	83%	89%	95%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Customer survey % of employees reporting "good" or "excellent" service / <i>80% or higher</i>	93%	85%	89%	92%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Mean IT expenditures as a percent of expense	5.9% metric 2.0% city	3.3% metric 2.0% city	3.2% metric 2.0% city	4.5% metric 3.0% city

In FY 2011-12, 95 percent of customers reported they had confidence in the service provided by the Information Technology Department. This exceeds the benchmark of 80 percent for the third consecutive year. This measurement combines city staff survey results on four different service delivery/confidence questions. The questions are centered in the areas of staff confidence in handling of technology requests, IT's response to problems and the perceived skill levels of IT staff.

The information technology customer satisfaction survey includes safety services, information technology and the geographic information services division. The benchmark was again achieved in FY 2011-12 with 92 percent of the customers reporting high levels of satisfaction. The survey was expanded to measure customer service topical areas including communication and customer expectations.

According to Plante Moran's 2011 IT Spending and Staffing Report, local governments spend on average 4.5 percent of the total operating budget on IT. Carlsbad, as compared nationally to its government peer group, spends approximately 3 percent of its total operating budget on IT services. This figure is about 40 percent less than other agencies. Typically, as organizations increase the level of IT investment, there is a corresponding improvement in business performance and productivity levels.

In FY 2012-13 IT will continue to implement new and enhanced technologies with a direct eye towards increasing electronic interactions with the public and streamlining internal business processes to speed delivery. This effort will build a more logical and delightful experience for the city's customers, both internally and externally.

Library & Cultural Arts: Cultural Arts Office

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Projected attendance meets or exceeds actual attendance / <i>over 90% of the time</i>	Yes	Yes	Yes	Yes
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cannon Art Gallery visitor ratings of "good" or "excellent" / <i>90% of the time</i>	92%	95%	96%	95%
Three-Part-Art Education Program participant ratings of "good" or "excellent" / <i>90% or higher</i>	100%	100%	100%	100%
Carlsbad Resident Survey - provide local arts and cultural opportunities / <i>90% or higher</i>	86.7%	87.4%	87.6%	79.8%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Expenditures per capita	\$ 9.37	\$ 8.30	\$ 8.44	\$ 8.33

The service delivery measure helps the Cultural Arts Office gauge whether it is successful in reaching intended audiences for its specific programs. The figures are an important quantifiable element used during the yearly budgeting and programming process to help determine whether a program should be continued.

Customer satisfaction with the Cannon Art Gallery is gathered through a variety of user surveys. Visitors coming to the Gallery exhibitions continue to be highly satisfied, with service ratings at 95 percent. Teachers participating in the Three-Part-Art education program love the program and are enthusiastic repeat users – thus the 100 percent rating. For FY 13-14, Cultural Arts will identify and develop a new service area to track instead of the Three-Part-Art program.

Even though the Gallery continues to receive high ratings, the Resident Survey shows a 7 percent drop in overall satisfaction with the “city’s efforts to provide local arts and cultural opportunities” – a surprising development given that Cultural Arts Office offerings (and attendance at its offerings) have remained consistent both in quantity and quality over the past four years. In an effort to understand more about this drop, additional user surveying will be conducted on other programming areas not currently being evaluated in depth. The results of this more focused analysis should help to evaluate any potential shift in community interests or expectations and allow staff to make appropriate programming adjustments.

Per capita expenditures for Cultural Arts continue to be lower today than five years ago. Cultural Arts will continue evaluating the programs and services offered to the community to ensure staff is providing the desired levels of service. In FY 2012-13, staff will do an RFP (Request for Proposals) for TGIF Jazz in the Parks’ major expense – the producer (who delivers talent and sound production for the nine concerts) – to ensure these services are obtained at the best value to the city. Staff will also be part of a city-wide Corporate Marketing goal team looking to develop new revenue streams to support programs like TGIF Jazz and Three-Part-Art.

Library & Cultural Arts: Library

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Mystery shopper responses will indicate that the desired level of service was received related to facility conditions, core services, staff interactions, and computer and internet services / <i>95% or higher</i>	N/A	96%	96%	96%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - percent of customers who report being "very satisfied" or "somewhat satisfied" with library services / <i>90% or higher</i>	97%	96%	96%	95%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Operating cost per capita	\$ 91.63	\$ 87.12	\$ 90.61	\$ 88.94
Value of volunteer hours	16,300 hours	23,712 hours	23,749 hours	25,561 hours
	\$ 385,000	\$ 552,252	\$ 556,202	\$ 618,065

The Library desires to meet anticipated increases in demand for library services with the same or greater levels of efficiency and library user satisfaction.

In FY 2009-10, the Library changed its service delivery measure to focus on its mystery shopper program. Mystery shopper surveys evaluate 50 specific service delivery indicators related to facility condition, core library services and computer/Internet services. The surveys capture whether or not library services were delivered to the mystery shopper as expected or desired. This is the third year mystery shopper service delivery questions were evaluated separately from questions that measure satisfaction with the service received.

The Library's cost per capita dropped slightly from \$90.61 to \$88.94 due to reduction in part-time personnel expenditures, loss of the State Literacy Grant funds, and a slight increase in population. The cost per capita is in line with city expenditure controls as the Library's core operating expenditures remained flat in FY 2011-12.

The value of volunteer hours increased significantly as the Library continued to receive robust volunteer support for all programs in FY 2011-12. The public's contribution of time allows the Library to deliver enhanced services that otherwise would not be provided.

Carlsbad residents continue to rate satisfaction with Library services above all benchmarks. The level of the rating has been consistently over 95 percent for the past eleven years.

Parks & Recreation: Parks

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Maintenance Assessment Program (MAP) / 90% or greater	93%	97%	95%	N/A
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - "somewhat satisfied" to "very satisfied" / 90% or greater	94%	96%	96%	95%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Operating cost per acre	\$ 13,213	\$ 13,667	\$ 14,095	\$ 12,859

The Maintenance Assessment Program (MAP) reflects the ratings of community representatives, outside professionals and city employees as to the overall quality of care a park is receiving. Areas of focus include irrigation, natural and synthetic turf, tot lots, parking lots, park furnishings and sports courts. The ratings have consistently exceeded the 90 percent benchmark over the last few years. Moving forward, in an attempt to further increase efficiencies, MAP will now be performed every two years. As a result no data is available for FY 2011-12.

The parks system continued to exceed the 90 percent benchmark in customer satisfaction responses of very satisfied or somewhat satisfied for the tenth straight year in the Carlsbad Resident Survey. Carlsbad is continuing to deliver a high level of service, while keeping pace with the increasing population and the demand of citizens for access to open space.

The parks division maintains, refurbishes and enhances 351 acres of developed land: approximately 260 acres of parks and special use areas, 41 acres of civic facilities landscapes, 32 acres of school athletic fields, and 18 acres of other amenities including downtown village landscapes, community improvements, and beach accesses.

The operating costs per acre were significantly reduced from \$14,095 in FY 2010-11 to \$12,859 in FY 2011-12. Even though the cost of water and certain maintenance materials, including fertilizer and petroleum-derived items (gasoline, steel, plastic, etc.), has continued to increase, the overall maintenance costs per acre have been reduced. This reduction is attributed to operational efficiencies and controlled expenditures.

Parks & Recreation: Recreation

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<u>Adult Sports</u> : T.R.U.S.T. Sportsmanship very good or excellent / <i>90% or higher</i>	91%	91%	92%	90%
Number of Technicals, Ejections, Suspensions / <i>at or below previous year</i>	22	18	14	17
<u>Youth Sports</u> : T.R.U.S.T. Sportsmanship very good or excellent / <i>90% or higher</i>	96%	96%	96%	95%
Number of Technicals, Ejections, Suspensions / <i>at or below previous year</i>	3	4	4	5
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - "somewhat satisfied" to "very satisfied" / <i>90% or higher</i>	88%	89%	87%	85%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Operating cost per capita	\$ 60.61	\$ 54.46	\$ 54.43	\$ 53.79
Net operating cost per capita	\$ 34.36	\$ 28.36	\$ 28.56	\$ 29.68

Parks & Recreation offers a wide range of programs including youth and adult sports programs and leagues, special events, camps, preschool combined with a parental education component, instructional classes, teen programs, aquatics, senior activities and nutrition (home meal & congregate services through the senior center), and senior transportation programs. The division also operates three community centers, a senior center, an aquatic center, rentals and access associated with two historic sites (Magee Park & Leo Carrillo Ranch Historic Park), six large community parks, and 15 medium to small parks which include a dog park and a skate park.

The Teaching Respect Unity and Sportsmanship through Teamwork (T.R.U.S.T) performance measurement for both the youth and adult sports programs has exceeded the benchmark since FY 2008-09. The number of technicals/ejections/suspension violations is reflective of a typical year of sports and will continue to remain low due to the increase in repeat participants and coaches.

The customer satisfaction rating, which measures how satisfied residents are with the city's efforts to provide recreation programs, is tracking a little bit lower. A Needs Assessment will be completed next fiscal year which will evaluate our facilities, programs and services. Action plans will be implemented based on community input and City Council goals.

The department continues to identify efficiencies through a best value approach for services. Both the expenditures per capita and the net operating cost per capita are in line with staff expectations.

Parks & Recreation: Trails

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
New mileage per year / <i>4 miles or greater</i>	3.30 miles	7.85 miles	0.25 miles	0 miles
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - percent of customer report being "somewhat" or "very satisfied" with provision of trails and walking paths / <i>90% or higher</i>	88%	89%	88%	88%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Trail maintenance cost per mile	\$ 5,545	\$ 4,453	\$ 4,801	\$ 4,679

Carlsbad residents continue to view open space and trails as an important quality of life issue. Based on the survey results, additional trails and walking paths are desired. The department will continue to require public trail easements and the construction of trails as part of ongoing private development for trails identified in the Citywide Trails Master Plan that fall within private development areas. This includes the process of increasing the number of Acceptance Agreements for Irrevocable Offers of Dedication for citywide public trail easements that were previously rejected as part of private development, and entering into a joint use agreement with SDG&E to allow trail use on their utility easements that coincide with trails identified within the city's trails plan. The planning, development and construction of trails are identified within the Open Space & Conservation Element of the City's General Plan. Parks and Recreation is embarking on an update of the Trails Master Plan to bring the trail planning documents current and for use in future trail development. The Coastal Rail Trail is not included in the benchmark results due to the unique nature of this trail and its funding sources as provided through SANDAG.

The number of new trail construction projects continues to decline due to the economic conditions as there were no new trails built as part of private development. The downturn in privately-built trails can be expected to continue until residential and commercial development picks up, making it unrealistic to reach the established benchmark. We do believe we will see an increase in development in 2013 which will result in new trail development. Total citywide trail mileage is currently at 46.70. A goal of 60 total miles of trails, at the city's build-out, is identified in the Citywide Trails Master Plan.

The city's trail volunteer program continues to grow in both the number of volunteers as well as the number of projects completed by volunteers. Staff actively recruits volunteers to help reduce the trail maintenance cost per mile. The calculation for the trail maintenance cost per mile includes administrative costs.

In 2011, trail volunteers conducted Carlsbad's first trail count on five of the City's trails in an effort to gain a better understanding of trail use trends in addition to a website trails survey.

Property & Environmental Management: Facilities Maintenance

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Maintenance Assessment Program (MAP) / <i>greater than 90%</i>	90%	90%	90%	N/A
Number of Corrective Maintenance work orders per 1000 square feet/ <i>decrease year</i>	N/A	N/A	2.58	2.10
Cost/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Maintenance cost per square foot / <i>less than \$8.68</i>	\$ 6.12	\$ 6.38	\$ 6.17	\$ 5.48

The Facilities Maintenance division is responsible for maintenance and custodial activities at all city-owned buildings. Quality ratings from community representatives, outside professionals and city employees as part of the Maintenance Assessment Program (MAP) for city facilities have been consistent for the past several years. As a result the MAP is now performed every two years and no data is available for the current fiscal year. A new measure addresses the effectiveness of the preventative maintenance program by calculating the number of corrective maintenance work orders per 1000 square feet. The department goal is to reduce the need for corrective maintenance as a result of improved preventative and predictive maintenance programs. Preventative maintenance will become an increasing area of focus in the coming years, as staff has improved its maintenance forecasting, and is working with Finance to identify appropriate funding for major preventative maintenance activities. As the program matures, staff will gain a better understanding of an appropriate level of corrective maintenance necessary to maintain high quality facilities.

The calculation of the maintenance cost per square foot includes square footage for all city-maintained facilities. Costs decreased by 11 percent this fiscal year due to an increase in square footage maintained (addition of Carlsbad Safety Training Center) and fewer unplanned maintenance events.

Property and Environmental Management will continue to responsibly manage resources through regular business process review, and ongoing efforts to accurately relate time, resources and costs with performance measures to monitor efficiency and effectiveness in service delivery.

Property & Environmental Management: Fleet Maintenance

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Percent of units available for use / 95% of the time or greater	98%	98%	93%	94%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Customer survey - rated as "good" or "excellent" / 90% or greater	97%	97%	94%	94%
Cost/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per unit / decrease from previous year	\$ 3,699	\$ 4,081	\$ 4,113	\$ 3,979

The Fleet Maintenance division provides automotive services for the city's workforce, including preventative and breakdown maintenance. The "percent of units available for use" service delivery performance measure reflects the effectiveness of the preventive maintenance program as indicated by the availability of city vehicles. The measure of vehicle availability is considered an industry standard for both public and private sector fleet management. In FY 2010-11 the Fleet Maintenance department increased maintenance on vehicles to meet the scheduled maintenance intervals previously established. This resulted in an increase in vehicles being serviced, and a reduction in units available for use.

The customer service metric is based on surveys provided to and returned by city staff that uses city Fleet vehicles. For FY 2011-12, overall customer satisfaction ratings remained above the benchmark. Fleet staff will continue to monitor and maintain these satisfaction ratings.

Average Fleet Maintenance expenditures per unit were \$3,979, a three percent decrease from the previous fiscal year. This value is derived by taking the total fleet maintenance expenditure divided by the total number of in-service vehicles (372 total vehicles for FY 2011-12). The cost per unit does not include fuel or miscellaneous interdepartmental charges. Fleet staff engages in regular cost control measures, such as renegotiation of pricing on parts and contract services, as well as identifying service efficiencies that work to stabilize maintenance costs despite external market conditions.

Property and Environmental Management will continue to responsibly manage resources through regular business process review, and ongoing efforts to accurately relate time and resources with performance measures.

Property & Environmental Management: Storm Water Protection

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of Notices of Violation received from Regional Water Quality Control Board / <i>none</i>	0	0	0	0
Number of temporary beach postings due to urban runoff / <i>none</i>	0	0	0	0
High priority inlets cleaned / 100%	100%	100%	100%	100%
Complaint Response Tracking - percent of high priority reports of dumping to storm drain with inspector on scene within 45	100%	100%	100%	100%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - percent of residents reporting they have taken actions to reduce water pollution based on messages received / <i>75% or greater</i>	81%	74%	82%	76%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per capita for Storm Water Protection Program	\$ 10.42	\$ 9.07	\$ 8.83	\$ 10.02

These measures address the city's efforts to maintain the water quality of Carlsbad's streams, lagoons and beaches. The measures also reflect the effectiveness of programs to reduce pollution in urban runoff.

Service delivery measures are centered on compliance with the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board. All benchmarks have been met consistently over the past 4 years. Temporary beach postings, as used in this measure, notify the public of excess bacteria in ocean water resulting from urban runoff along Carlsbad beaches. Resampling within one business day of receipt of lab results that identify unacceptable levels of bacteria allows for the timely identification of pollution sources. "High priority" reports of dumping to the storm drain are defined as activities which provide an immediate threat to storm drain pollution.

The customer satisfaction goal is to ensure that 75 percent or more of the Carlsbad residents who reported in the city's annual Resident Survey that they have seen or heard about ways to prevent water pollution each year have taken actions to reduce water pollution, such as using a commercial car wash, or cleaning up trash in city parks and trails. These positive behavioral changes over time result in improved water quality.

The cost per capita increased as a result increased State Water Resources Control Board fees, internal service costs, and personnel costs.

Safety Services: Fire

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
All Emergency Responses <u>first</u> unit on the / <i>in 6 minutes or less</i>	75%	74%	72%	71%
All Emergency Responses <u>second</u> unit on the / <i>in 9 minutes or less</i>	84%	80%	79%	75%
Average number of minutes for <u>first</u> unit to arrive on scene	4:55 minutes	5:01 minutes	5:04 minutes	5:13 minutes
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - Fire Protection and Emergency Medical Service	94%	95%	94%	96%
Overall Emergency Medical Service approval	98%	98%	99%	99%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Net operating cost per capita	\$ 142	\$ 136	\$ 126	\$ 132
Per capita cost percent above / (below) <i>ICMA data</i>	-12%	-7%	-16%	-10%

The Carlsbad Fire Department continues its participation in a regional service delivery model, known as Boundary Drop, which assigns the closest available and appropriate resources to the emergency scene regardless of which city the unit belongs to. The utilization of the Boundary Drop is routinely being reviewed to create additional efficiencies in regard to training opportunities and overhead support that maximize the availability of resources for emergency response. In FY 2011-12, the Carlsbad Fire Department responded to a total of 9,918 emergency incident responses, compared to 9,106 in FY 2010-11.

Although in FY 2011-12 there was a slight increase in the average response time for the first unit to arrive on scene, the average remains below the established benchmark of six minutes or less. On average, the first unit dispatched to an emergency incident arrives on scene in 5:13 minutes. The increased response time can be attributed to several factors; increased populations within the City of Carlsbad and neighboring jurisdictions, along with an increased call volume, drive time, off-load delays at hospitals, and traffic delays. In FY 2011-12 the Carlsbad Fire Department responded to 812 more emergency incidents than the previous year. The Fire Department will continue to monitor response times to emergency incidents to determine any additional significant, contributing factors to an increased response time.

The department continues to maintain an exceptional level of customer satisfaction, as evidenced by the results of two separate customer surveys. The first survey focuses on the public's opinion of the Fire Department as a whole, were as the second survey focuses on those individuals who have experienced our EMS System first hand.

Using ICMA for comparison, over the last three years, the Fire Department has consistently reported a lower per capita cost. Current FY 2011 data provided by ICMA shows the median cost per capita for all jurisdictions to be \$146. As can be seen from the data in the table above, the Fire Department's cost per capita for FY 2011-12 is approximately 10 percent lower than ICMA.

Safety Services: Police

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - Citizen sense of safety (day time) / <i>60% or greater</i>	86%	87%	87%	89%
Carlsbad Resident Survey - Citizen sense of safety (night time) / <i>31% or greater</i>	52%	53%	56%	58%
Crime Rate:				
Violent Crime / <i>lowest third</i>	No	Yes	Yes	Yes
Property Crime / <i>lowest third</i>	Yes	Yes	Yes	No
Clearances:				
Violent Crime / <i>top third</i>	No	No	No	No
Property Crime / <i>top third</i>	Yes	No	Yes	Yes
Response Time Average:				
Priority 1 - <i>6 minutes or less</i>	6.0 minutes	5.5 minutes	5.9 minutes	5.8 minutes
Priority 2 - <i>15 minutes or less</i>	11.8 minutes	11.2 minutes	11.9 minutes	12.2 minutes
Priority 3 - <i>30 minutes or less</i>	22.6 minutes	21.3 minutes	22.8 minutes	24 minutes
Response Time Distribution:				
Priority 1 - <i>90% less than 6 minutes</i>	58%	60%	62%	57%
Priority 2 - <i>90% less than 15 minutes</i>	78%	80%	78%	77%
Priority 3 - <i>90% less than 30 minutes</i>	78%	81%	78%	76%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - "very satisfied" or "somewhat satisfied" / <i>90% or greater</i>	90%	92%	92%	92%
Sustained complaint / <i>none</i>	1	0	1	2
Cost/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per capita / \$268 (FY11), \$265 (FY10)	\$ 255	\$ 262	\$ 265	\$ 259

Violent and property crime rates are a calculation of crimes relative to the population. They are expressed as crimes per 1,000 population. The violent crime rate includes homicide, rape, robbery and aggravated assault, and the property crime rate includes burglary, larceny-theft and motor vehicle theft. While Carlsbad's property crime rate did not meet the bottom one-third benchmark, at 18.5 crimes per 1,000 population, it is still lower than the county average of 20.2.

Generally, a case is considered "cleared" when at least one person is arrested, charged and turned over to court for prosecution.

Response time is measured from initial call to first officer on scene. Priority 1 calls include life and death emergencies such as violent crimes in progress, armed robbery alarms, injury traffic collisions and burglaries in progress. Priority 2 calls include non-violent crimes in progress such as petty theft and burglary alarms. Priority 3 calls include "cold" reports - a report being taken after the crime has occurred.

Transportation: Street Maintenance

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Street light repairs completed within ten days / <i>90% or greater</i>	97%	86%	79%	30%
Recall percent of city traffic signals / <i>1% or less</i>	0%	0%	0%	0%
Percent of Prime and Major roadways refreshed / <i>100%</i>	100%	66%	88%	100%
Percent of time desired response times for sidewalk repairs are met within 48 hours / <i>100%</i>	80%	100%	85%	86%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - Repair and maintenance of local street and roads / <i>90% or higher</i>	87%	86%	87%	89%
Customer survey - City's management of traffic congestion / <i>90% or greater</i>	70%	74%	77%	81%
Cost/Benchmark	FY2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Annual maintenance cost per lane-mile / \$6,178	\$ 5,888	\$ 5,662	\$ 5,343	\$ 5,583

In FY 2011-12, only 30 percent of city street light repairs were completed within 10 days. This is a direct result of manufacturer defects, with the induction light replacement program. It is expected that street light repair performance will be realigned with the benchmark next fiscal year.

In FY 2011-12, 100 percent of all prime and arterial roadways were inspected or refreshed to meet the city's Roadway Striping Plan standards.

In FY 2011-12, 86 percent of the sidewalk repair calls received that were determined to be high priority were mitigated within 48 hours; two business days. In FY 2011-12, 91 percent of all permanent sidewalk repairs completed within 100 days.

A total of 89 percent of the residents surveyed rated overall repair and maintenance of streets and roads and road conditions positively; consistent with prior years. A total of 81 percent of the residents surveyed rated overall management of traffic congestion on City streets positively. In FY 2011-12, the annual roadway costs are below benchmark.

Transportation: Traffic Engineering

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Percent of road segments that meet Caltrans collision rates per million vehicles miles / 100%	86%	90%	94%	100%
Pavement Condition Index (PCI):				
<i>Average PCI above 80</i>	77.9	80.3	80.1	80.5
<i>Percent of roads with a PCI above 70</i>	87%	90%	89%	88%

Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Percent of routes with a Performance Index (PI) above 70 / 60%:				
AM				
Peak (6:30 AM - 8:30 AM):	N/A	N/A	40%	55%
Off-PM Peak	N/A	N/A	75%	75%
Peak (10:00 AM - 2:00 PM):	N/A	N/A	50%	73%
(4:00 PM - 6:00 PM):				

In FY 2011-12, 100 percent of the roadway segments are within the statewide collision rate compared to 94 percent in 2010-11. The number of reported traffic collisions totaled 446 in 2012 which is exactly the same number of collisions compared to the prior year.

The Pavement Condition Index (PCI) is a value rating pavement condition: a PCI value greater than 70 indicates roads which are in good to excellent condition. The average city-wide pavement condition has remained constant; from 80.1 in 2010-11 to 80.5 in 2011-12, and the percentage of roadways with a PCI value greater than 70 has also remained relatively constant; from 89 percent to 88 percent.

Phases I/II of the Traffic Signal Program were completed this year. This work included linking 120 of the city's 171 traffic signals to the new Traffic Management Center. Over \$1M was invested in traffic signal upgrades on the city's major corridors. The traffic signal timing plans were revised to improve traffic flow between the city's primary origins and destinations. The equipment upgrades and new signal timing plans are expected to improve the reliability of traffic signal operations so that drivers can expect consistent travel times each day.

This year staff implemented a new performance measure for traffic signal operations. The new Performance Index (PI) is based on the system developed by Orange County Transportation Authority (OCTA). The PI is calculated using average speed, stops per mile and a "green/red" ratio that is collected during a floating car study. Carlsbad will use the OCTA standard that sets a PI score above 70 as acceptable signal coordination, and a PI score below 50 to indicate that congestion needs mitigation. The new PI benchmark has been established as: 60% of our routes will have a PI score above 70. In 2012, a total of 39 routes were measured in the AM Peak, Off-Peak, and PM Peak. Each of the three time periods met their benchmarks except in the AM Peak where only 55% of the routes scored a PI above 70. Staff will continue to evaluate the signal operations to improve the PI particularly in the AM Peak to meet or exceed the benchmark.

Utilities: Water (Potable and Recycled)

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Total leaks and breaks per 100 miles of water pipe in the potable system / <i>less than 32.7</i>	29.1	28.4	26.4	28.3
Total leaks and breaks per 100 miles of water pipe in the recycled system / <i>less than 32.7</i>	7.8	1.3	7.8	8.9
Percent of all water samples testing bacteria-free / <i>98% or greater</i>	100.0%	100.0%	99.9%	100.0%
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - "very satisfied" or "somewhat satisfied" / <i>90% or greater</i>	89%	90%	92%	91%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per acre-foot of water sold	\$1,440	\$1,797	\$1,987	\$1,988
Percent of unaccounted for potable water / <i>less than 6%</i>	6.1%	6.1%	5.3%	5.1%

Water service citywide is provided by three water agencies: the Carlsbad Municipal Water District (CMWD), the Olivenhain Municipal Water District, and the Vallecitos Water District. The CMWD service area incorporates approximately 85 percent of the city, generally north of La Costa Avenue.

The Carlsbad Municipal Water District's (CMWD) Phase II Recycled Water Plant produces recycled water that is used within the CMWD service area. The District also purchases recycled water from the Leucadia Wastewater District and Vallecitos Water District via two inter-agency recycled water agreements.

The ratios of water line leaks and breaks per 100 miles of pipelines in the system were below the American Water Works Association benchmark of 32.7 breaks and leaks per 100 miles of pipelines in the system. This benchmark is the average rating for water systems in the western United States with service populations of 50,001 to 100,000. The ratio is an indication of the integrity of the water distribution system. The lower ratios for the recycled portion of the water system are in part a result of the relative newness of a portion of the recycled system.

The cost of water per acre foot is calculated by dividing the total operating cost by the number of acre-feet sold. The small increase in the cost per acre-foot of water sold is the result of the expenditures increasing by 5 percent and the total number of acre-feet sold also increasing by 5 percent. The percentage of unaccounted-for, or "lost" water is below the benchmark of less than 6 percent. Water can be "lost" as a result of leaks and breaks, inaccurate meter reads, flushing activities designed to maintain water quality, water used to clean water storage facilities and water used during new pipeline construction.

Utilities: Sewer

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Number of overflows per 100 miles of sewer main / <i>none</i>	1.39	2.08	1.05	0.35
Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Carlsbad Resident Survey - "very satisfied" or "somewhat satisfied" / <i>90% or greater</i>	91%	93%	91%	89%
Cost	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Cost per million gallons of sewage	\$4,429	\$3,862	\$3,440	\$ 4,097

Sewer service citywide is provided by three agencies: the City of Carlsbad, the Leucadia Wastewater District and the Vallecitos Water District.

The benchmark for the number of sewer overflows per 100 miles of sewer main is zero. This benchmark is a result of state-mandated requirements to achieve a goal of zero spills. The city's ratio of 0.35 exceeds the benchmark but has improved significantly since FY 2009-10, and is the lowest rate since the metric began being used in FY 2003-04. Despite an aging infrastructure and the resultant challenges, staff is implementing new programs and activities that will ensure the city's infrastructure is adequately maintained into the future and replaced when necessary.

Seven sewer overflows were prevented during FY 2011-12 by utilizing newer technology. The SmartCover™ is a device that is installed in a manhole and alerts staff automatically to changing conditions within the sewer system. This gives staff time to respond quickly to prevent sewer overflows. Staff is assessing additional locations for deployment of SmartCover™(s) as well as investigating possible implementation of other technologies to ensure sewer system reliability.

Customer satisfaction was one percentage point below the benchmark of 90 percent, but continues to consistently be near the benchmark figure.

The Sewer division continues its active outreach program. During FY 2011-12 the division hosted a booth at the street fair and gave presentations about how to keep the sewer system clean at local schools.

The cost measure results reflect all operating costs including transfers to the replacement fund. In FY 2010-11 (the previous fiscal year) there was a one-time reduction in the replacement transfer due to a reduction in the valuation of the Encina Wastewater Authority's sewer assets, resulting in a lower than normal annual cost. The FY 2011-12 cost is more in line with what would be expected.

Utilities: Solid Waste

Performance Measures

Service Delivery/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Annual Disposal Rate / <i>less than 8.4 pounds</i>	6.5 lbs.	5.8 lbs.	5.6 lbs.	5.7 lbs.

Customer Satisfaction/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<u>Carlsbad Resident Survey:</u>				
<i>Trash / 90%</i>	89%	N/A	93%	95%
<i>Recycling / 90%</i>	80%	N/A	84%	94%
<i>Household Hazardous Waste / 90%</i>	66%	N/A	72%	75%

Cost/Benchmark	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Residential Rates / <i>Lowest third</i>	Yes	Yes	Yes	Yes
Commercial Rates / <i>Lowest third</i>	Yes	Yes	Yes	Yes

The Annual Disposal Rate is based on Senate Bill 1016, the Disposal Measurement System Act of 2008, effective January 1, 2007. This act requires Carlsbad to not exceed a maximum amount of 8.4 pounds of solid waste per person per day. The Annual Disposal Rate benchmark is based on solid waste generation from 2003 through 2006.

A new solid waste services hauling contract went into effect on July 1, 2012 and included the following significant upgrades: fully automated collection, single stream recycling, rolling carts for trash/recycling/green waste, enhanced bulky item collection, and curbside electronic waste collection.

The decline in the annual disposal rate from the height of 7.0 lbs. in 2007 may be related to the economy and residents purchasing fewer goods rather than changes to the solid waste program. It is anticipated that the new single stream recycling will have a positive impact on the annual disposal rate in the coming years; however, as the economy improves there may be an offsetting negative impact on the disposal rate.

The annual Carlsbad Resident Survey for FY 2011-12 indicates that customer satisfaction has increased across the board for solid waste services (most notably for recycling). This may be a reflection of how residents perceive the new solid waste services.

Carlsbad's residential and commercial solid waste rates continue to be the lowest in San Diego County.